

# STRATEGY 2024-2025

---

# SHELTER CLUSTER



# CONTEXT OVERVIEW

- Mozambique is the 35th most vulnerable and the 24th least ready country towards climatic shocks.
- Cyclones pose the most significant risk to Mozambique affecting 2 million people per year in the coastal regions .
- Flooding poses a risk to low land, high land and urban areas.
- An estimated 200,000 people are affected by floods every year and 600,000 people by droughts.
- The security situation in Cabo Delgado has become increasingly unpredictable.
- In May this year, displacement has occurred across the districts of Cabo Delgado (Ancuabe, Chiure, Macomia, Mecufi, Metuge, Mocímboa da Praia, Muidumbe, and Quissanga) with a spillover effect in Nampula Province (Erati and Memba districts).
- Most of the people have been displaced from rural areas to district capitals, with coastal residents of Macomia and Quissanga seeking safety in Mocimboa da Praia and Pemba, and many from Chiure fled to Erati and Memba.
- This means that shelter needs are not just based on the current complex insecurity crisis and damages from previous cyclones and floods, but also on the imminent risks to floods and cyclones during the rainy season, for displaced population, and non-displaced population<sup>1</sup>.



## SHELTER CLUSTER STRUCTURE

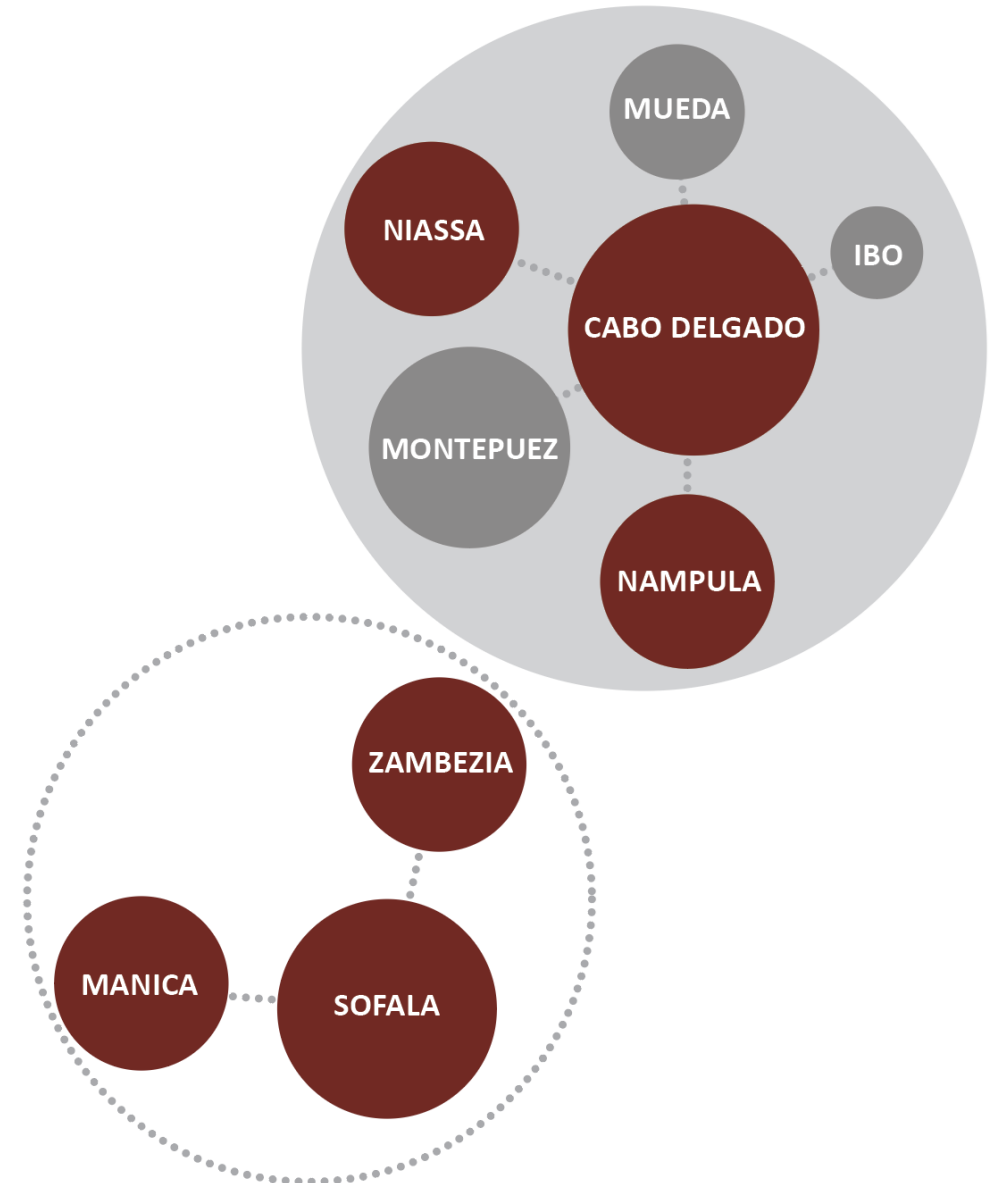
Since 2019, Shelter Cluster in Mozambique is co-led by the International Organization for Migration (IOM) and the International Federation of the Red Cross (IFRC).

Shelter Cluster is active in the Northern Region, affected by insecurity crisis and recurrent climate shocks, where IOM is coordinating the response.

Response coordination for the three northern provinces is happening from Pemba, in Cabo Delgado, where most of the partners have mobile teams, and with static presence from partners in key districts.

To support the capacity building efforts and harmonization of the response, the Technical Working Group was established in the Northern Region, with representatives from most active Shelter Cluster partners. Within this group, technical experts on Shelter, Non-Food Items and Environment, are collaborating to define standards, analyze designs, and discuss lessons learnt.

In the Central Region, Shelter Cluster is just activated in the event of a climate shock, in which case it is coordinated by IFRC.



# Shelter Cluster Mozambique Strategy 2024 to 2025



## VISION

Crisis affected populations have timely access to safe and dignified shelter and settlement solutions from the start and in line with humanitarian principles and minimum standards.

## OBJECTIVE

To achieve this vision cluster partners will promote adequate and contextualized shelter and settlement assistance in an efficient and effective manner

Capacity Building

ENABLERS

Accountability  
To affected  
populations

### EFFICIENCY

- ❑ Shelter and settlement responses are resourced and provided according to context.
- ❑ Improved targeting for most vulnerable
- ❑ Increasing response readiness through prepositioning stock via the Emergency Shelter and NFI pipeline
- ❑ Increasing outreach through capacity building and promotion of local actors.

Strategic Priorities

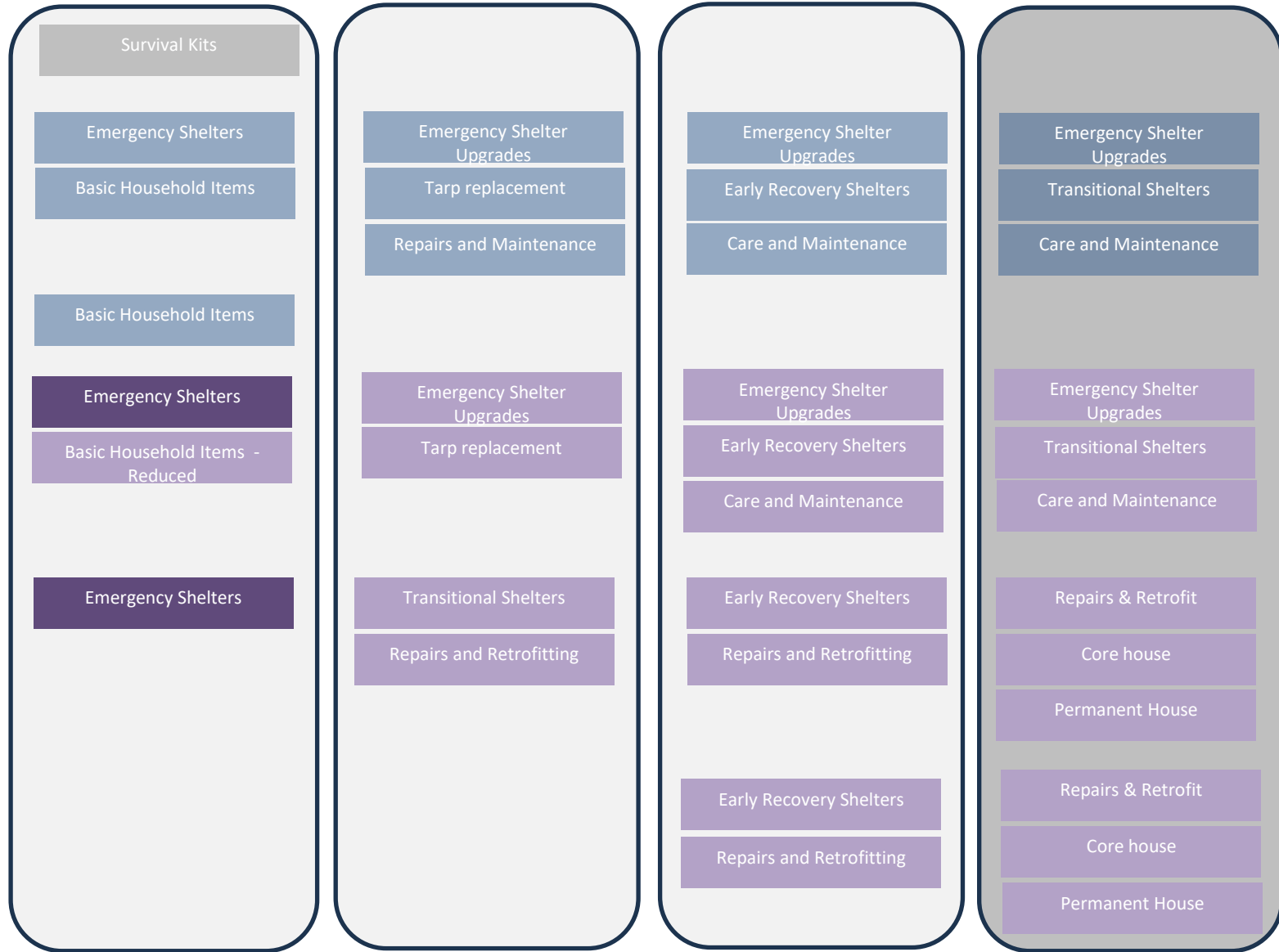
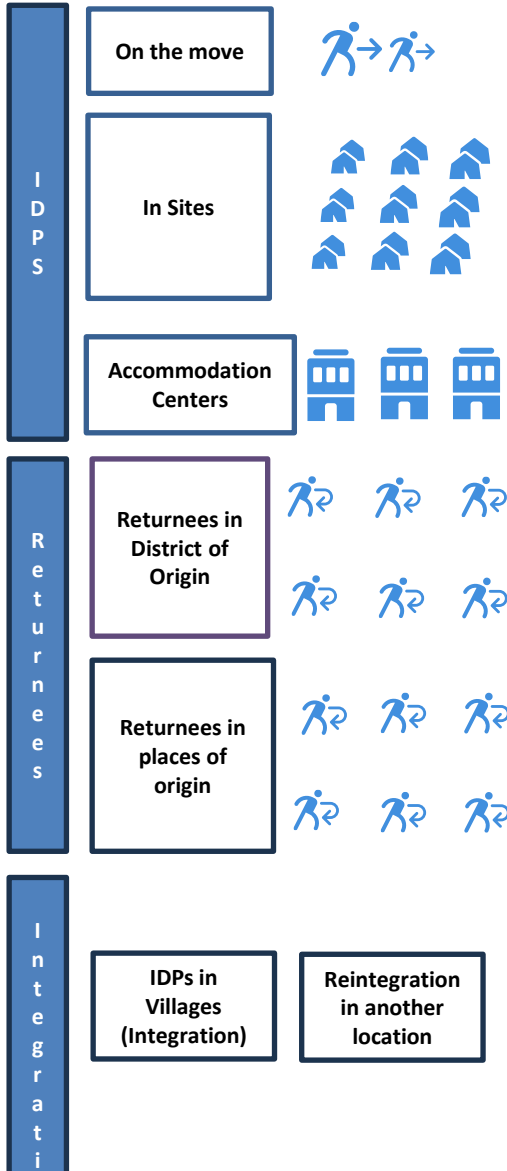
### EFFECTIVENESS

- ❑ Promotion of multi sector and integrated responses
- ❑ Minimizing Environmental Impact
- ❑ Enable dignified, safe and meaningful access to shelter and NFI assistance.
- ❑ Promotion of self recovery and solutions from the start

Localization

ENABLERS

Coordination



- Other inputs:**
- Needs Assessment (on damage levels)
  - Vulnerability based targeting
  - Post distribution monitoring assessments
  - Market surveys
  - Technical Support and oversight – HLP, BBB, Use of tarps, participatory design, beneficiary contribution
  - Phased approach to shelter design

Combined with Settlement Planning

Combined with Neighbourhood Approach

# Targeting Approach



## District Needs Analysis

Shelter Severity Classification Tool

(MSNA, DTM Mobility Tracking, RRM Alerts, Cluster Visits)



## Location Vulnerabilities

Rural, far flung and hard to reach locations



## Service Provision and Livelihood Access

Lack of service restoration, critical damages infrastructure.

Access and security remained challenging in 2024.



## Vulnerability Based Targeting

Protection Cluster vulnerability guidance on primary selection criteria

Shelter Cluster Household scoring methodology

Multi-Layered targeting approach

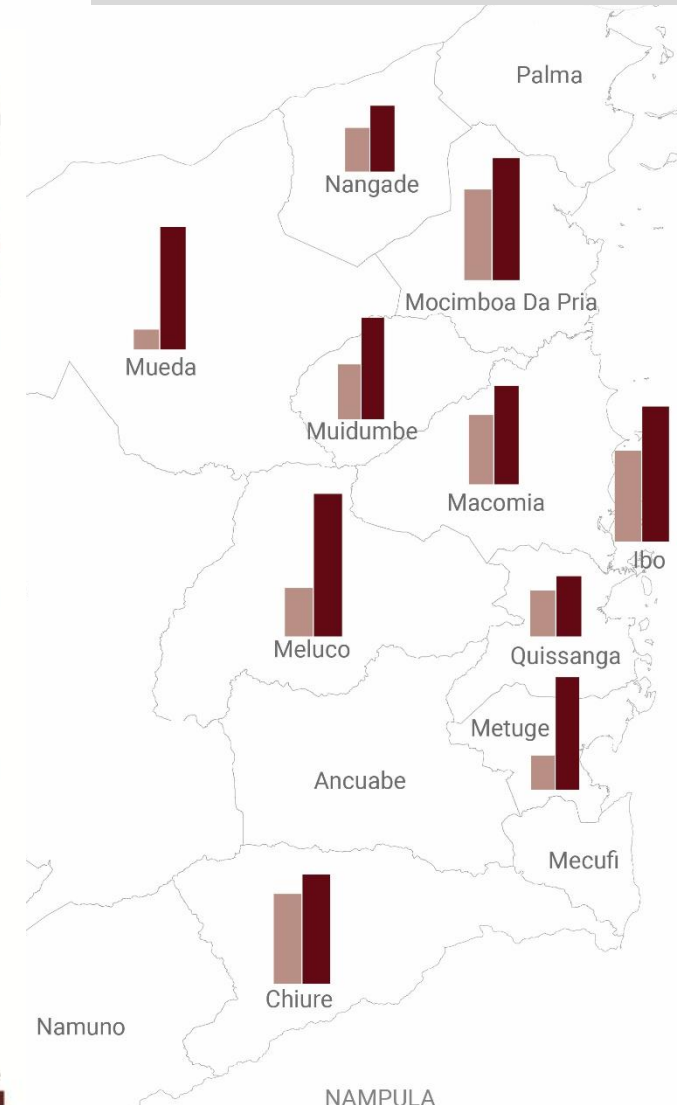
CENTRAL EMERGENCY RESPONSE FUND  
LIFE-SAVING CRITERIA



## Severity Scale



## Pin and Targets



Key

Target PIN

# Targeting Approach

- Common practice is to use **household's vulnerability assessments** to prioritize various vulnerable groups such as households with single mothers, disabled, with chronic diseases (HIV and AIDS), women under social assistance, women caring for other people's children and elderly people.
- Additional support to vulnerable individuals during **distributions and construction processes**.
- Cluster Partners are in touch with and oriented on **referrals on CFM mechanisms by Linha Verde and CCCM teams**.
- Overcrowding lack of access to safe shelter is causing protection risks. **NFI guidelines adapted** to consider variations from the average household size.
- Emphasis on strong community engagement to promote **conflict sensitive shelter allocation** specially in instances where new arrivals are reported in previously established sites with empty shelters.
- Common partners with **protection cluster** also results in the sensitization of staff on protection issues and concerns.
- Collaboration with **MHPSS TWG** for referrals during distributions.

## Protection Checklist for Shelter Cluster

In an emergency where populations have been displaced or where houses have been destroyed, shelter is especially important for safety, protection and dignity to sustain family and community life. The provision of shelter meets one of the basic survival needs of women, girls, boys and men and can strengthen protection in a physical sense. However, providing shelter or shelter materials and NFIs will not automatically guarantee the optimal protection or a positive impact on individuals or on the affected population. A protection sensitive, participatory approach at all stages of the project cycle can help ensure that an adequate and efficient response is provided.

This checklist is intended for use by all organizations involved in Emergency Shelter and NFI programmes and activities and is designed to assist them to identify and address protection threats and concerns within their operations.

Protection means undertaking activities to safeguard people from violence, coercion, deprivation, and discrimination and is aimed at obtaining [full respect for the rights of the individual](#). For organizations implementing Emergency Shelter and NFI programmes and activities, protection implies implementing projects in impartial and non-discriminatory ways that promote the [safety, dignity and integrity](#) of the people receiving assistance.

The principles of Monitoring and Mainstreaming,

1. Avoiding
2. Ensuring
3. Practicing
4. Promoting

Purpose of Prot

1. imp
2. botl
3. in o

### Identification of vulnerable HH using the vulnerability criteria

Targeting approach can be done at three levels: **vulnerability**, needs and **eligibility**. This guidance will focus on providing recommendations on how to determine the levels of vulnerabilities of each household for appropriate targeting during humanitarian distribution and interventions. Determining the level of need and eligibility will be given to the agency or organization conducting the targeting to ensure that the process is both relevant and appropriate. **Needs criteria** determines whether the HH needs assistance (this will factor in different levels of capacity of HHs in meeting their basic needs) and **eligibility** will be defined based on programmatic interventions (eg. food assistance, NFI).

### Assigning weight to vulnerability criteria

Primary Criteria	Score	Secondary criteria	Score
HH with children with specific protection needs	2	HH with lacking or missing legal documentation	2

HH have wor			
HH have eld			
Disability or ;			
HH with chro			
HH with repo			

CASE STUDY

---

MHPSS MAINSTREAMING IN SHELTER/NFI INTERVENTIONS IN NORTHERN MOZAMBIQUE

Cabo Delgado in Northern Mozambique provides an example of an MHPSS technical working group (TWG) working together with the shelter cluster, and how MHPSS was integrated into their approach.

The MHPSS TWG was activated as a multisectoral mechanism in Cabo Delgado in January 2021, amid the impact of a triple crisis in the region facing a combination of conflict and disasters. Mozambique is considered one of the most at-risk countries in the world when it comes to the impact of climate change, including floods and cyclones, which are becoming stronger and more frequent. In early 2021, Cyclone Eloise had just made landfall, and Cyclone Kenneth had devastated the region two years earlier. The disasters' impact was further compounded by public health risks like COVID-19. In such a volatile context, some individuals have been displaced more than three times in a very short period of time. The MHPSS TWG, co-led by IOM and UNICEF, knew that to reach communities in an effective way, collaborating with less conventional sectors who provide life-saving basic services and who are in the front line of the emergency was essential.

While conflict and extreme hazard events do have a significant impact on health and psychosocial needs, equally important are the conditions in which people live in these humanitarian settings. Daily stressors, such as inadequate housing, lack of privacy, isolation from other members of the community, can have a toll on mental health and well-being and MHPSS specialists know that shelter practitioners have the potential to mitigate these daily stressors. So the MHPSS TWG agreed to hold a joint training event with the shelter cluster members in August 2021.

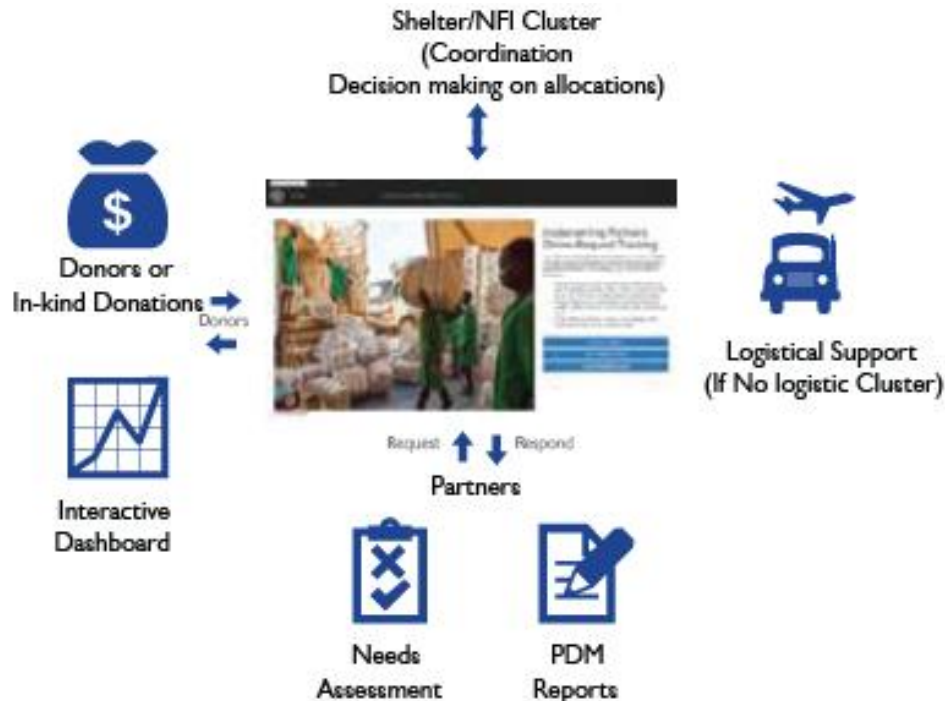
During this training, besides providing the participants with basic mental health concepts and the guiding principles

# RESPONSE READINESS

**Prepositioned stock** from Shelter Cluster Pipeline has become a reliable system that allows response readiness and localization. This service supports partners accessing immediately quality items which are normally difficult to access from the local market, or implies long delays if items are procured internationally.

Shelter Cluster objective is **to continue increasing Pipeline capacity**, not just in terms of quantity and quality of already included items, but also exploring the possibility of inclusion of construction materials with quality guaranteed, and transport service for most vulnerable HHs.

The expansion and improvement of the Shelter Cluster Pipeline system continues to support the **establishment of rapid response mechanisms**, as well as all preparedness efforts in the sector.



# CAPACITY BUILDING AND LOCALIZATION

- **Build Back Better and Disaster Risk Reduction Trainings at Community Level**
- Development of Information Education and Communication Material.
- Use of **local material** and promotion of **cultural construction practices**.
- **Training and capacity building of local NGOs** on providing immediate responses and conducting distributions.
- Identification and Training of a national NGO co lead in Northern Region



# MULTI SECTOR AND INTEGRATED RESPONSES

Some examples of **collaborations between Shelter Cluster and other sectors** would be:

## CCCM

Close coordination for timely relocation of IDPs and joint advocacy with local authorities. Joint community engagement efforts for preparedness activities. Promotion of participatory and sustainable solutions in Relocation sites, to increase resilience of displaced population and social cohesion between displaced and host communities.

## Livelihood

Coordination for the distribution of tools that can be used for shelter construction and agricultural purposes. Promotion of livelihoods incentives for construction support, linked with reforestation programs. Promotion of energy-efficient cooking solutions.

## WASH

Coordination for the distribution of NFIs to avoid duplications and optimize resources – especially for buckets, jerry cans, soap, hygiene kits. Promotion of sustainable solutions at housing level that supports WASH - Rainwater collection solutions.



*Emergency shelter and rainwater harvesting  
IOM and Oikos*

## Protection

Support for the coordination of distribution of NFIs to avoid duplications and optimize resources. Coordination for identification of most vulnerable households, and to establish Shelter Cluster Protection Mainstreaming Checklist.

## HLP

Coordination to increase Shelter Cluster partners' capacity on HLP and during due diligence assessments.

## Health

Coordination for the distribution of mosquito nets to avoid duplications.

# MINIMIZING ENVIRONMENTAL IMPACT AND GREENING RESPONSE

Some Shelter Cluster partners have **successfully piloted items recycling initiatives**, and continue exploring different ways to be able to **reuse as much as possible items distributed**.

References from other contexts are being mainstreamed to support Shelter Cluster partners, specially while including **activities of reforestation and creation of Income Generating Activities** within their shelter interventions.

Shelter Cluster is promoting the development of the **Environmental Country Profile**, which will compile several guidance documents to support partners to increase their efforts greening Shelter and Non-Food Items interventions.



# SAFE, MEANINGFUL AND DIGNIFIED ACCESS TO ASSISTANCE

- **Identification of most vulnerable HHs** which require specific and adapted support.
- Capacity building activities for partners focus on adaptation of shelter designs and NFIs distributions with gender sensitivity **and for people with special needs**,
- In coordination with the **protection cluster** conduct **due diligence** processes to understand the tenure of land for shelter interventions.
- **Promote participatory approaches** and conduct community engagement to understand needs and tailor responses and resilient solutions in line with the preferences of the affected populations.



## Lista de verificação da proteção para o Cluster de abrigos

Numa situação de emergência onde tenham sido destruídas as condições básicas de sobrevivência e a dignidade da vida física. No entanto, a necessidade não garante a proteção dos indivíduos ou na população afetada em todas as fases do ciclo do projeto.

Esta lista de verificação de atividades de Abrigo tem como objetivo avaliar as ameaças e preocupações relacionadas com a proteção.

Proteção significa a prevenção da privação e da discriminação das organizações que implementam a [segurança, a dignidade](#)

Os princípios da integração da Proteção são:

1. Evitar causar danos
2. Garantir um acesso
3. Praticar a responsabilidade
4. Promover a participação



## Protection Checklist for Shelter Cluster

In an emergency where populations have been displaced or where houses have been destroyed, shelter is especially important for safety, protection and dignity to sustain family and community life. The provision of shelter meets one of the basic survival needs of women, girls, boys and men and can strengthen protection in a physical sense. However, providing shelter or shelter materials and NFIs will not automatically guarantee the optimal protection or a positive impact on individuals or on the affected population. A protection sensitive, participatory approach at all stages of the project cycle can help ensure that an adequate and efficient response is provided.

This checklist is intended for use by all organizations involved in Emergency Shelter and NFI programmes and activities and is designed to assist them to identify and address protection threats and concerns within their operations.

Protection means undertaking activities to safeguard people from violence, coercion, deprivation, and discrimination and is aimed at obtaining [full respect for the rights of the individual](#). For organizations implementing Emergency Shelter and NFI programmes and activities, protection implies implementing projects in impartial and non-discriminatory ways that promote the [safety, dignity and integrity](#) of the people receiving assistance.

The principles of protection mainstreaming should also be incorporated during all the phases of the cycle, Monitoring and Evaluation. The checklist incorporates the four key elements of Protection Mainstreaming, which include:

1. Avoiding causing harm and prioritize safety and dignity
2. Ensuring meaningful access
3. Practicing accountability
4. Promoting participation and empowerment

**Purpose of Protection Mainstreaming into Shelter Activities:**

1. Mainstreaming protection enhances the quality of Shelter programs and maximises the impact of its interventions.
2. Protection Mainstreaming contributes to a response that targets beneficiaries based on protection criteria's, enables to avoid causing potential harm and increases the safety of both staff and beneficiaries.
3. Identifying protection risks enables harmonisation and fine-tuning of Shelter activities in order to address, mitigate or reduce these risks.

# PROMOTION OF SELF-RECOVERY: SOLUTIONS FROM THE START



## LIFE-SAVING

### IMMEDIATE ASSISTANCE

IEC MATERIALS DISTRIBUTION  
BUILD BACK BETTER TRAINING

Construction materials  
and tools distribution

Emergency Shelter (A + B)  
Construction support

Replenishment of  
materials for  
emergency shelters repairs



## SELF-RECOVERY

### TEMPORARY ASSISTANCE

BUILD BACK BETTER TRAINING

Construction materials  
and tools distribution  
for construction  
or upgrades

Temporary Shelter  
Construction support



## DURABLE SOLUTIONS

### PERMANENT ASSISTANCE

BUILD BACK BETTER TRAINING

Construction materials  
and tools distribution  
for upgrades, construction  
or repairs

Permanent Shelter  
Construction support

Houses repairs support

**Shelter Cluster Coordinator**  
Northern Region

**Manahil Qureshi**  
mqureshi@iom.int

**Shelter Cluster Assistant**  
Northern Region

**Palmira Chichava**  
CHICHAVA Palmira

